



OUR STRATEGIC PLAN 2025-2030

Engaged residents. Meaningful relationships.
Moments of joy.



OUR MISSION, VISION AND VALUES

Mission:

We are a community caring for each other with a resident-directed and family-centred approach.

Vision:

Engaged residents. Meaningful relationships. Moments of joy.

Values:

Caring: we demonstrate compassion, kindness, and empathy for each other to create a welcoming, secure, and comfortable environment.

Collaboration: we work together to serve those entrusted to our care by listening and engaging with residents, family members, employees, physicians, students, volunteers, health professionals, clergy, external partners, and friends.

Respect: we demonstrate consideration, civility, and politeness as we seek to understand each other's experiences and perspectives.

Accountability: we act with integrity and transparency while holding ourselves and each other to high standards and the pursuit of continuous improvement.

Safety: we are committed to health, well-being, and safety for all members of the Saint Vincent's Nursing Home community.

Diversity and Inclusion: we celebrate diversity and demonstrate equity and inclusion in every interaction as we seek to foster a sense of value and belonging for every individual within our caring community.

Professional Development and Leadership: we are committed to lifelong learning, innovation, and building leadership capacity at all levels of the organization in our pursuit of quality care and exceptional experiences.

MESSAGE FROM THE BOARD CHAIR AND CHIEF EXECUTIVE OFFICER

A 144-room replacement facility was announced for Saint Vincent's Nursing Home on December 21, 2023. The new, modernized 144-room facility is expected to be ready by 2032. The timing is perfectly aligned with the Board and Senior Leadership Team's efforts to renew our current strategic plan. We can build on our strengths and the great work we are already doing as we plan for Saint Vincent's continued journey to become the home of choice for people to live and work...**and where every day we strive to find moments of joy for everyone who is part of this caring community.**

The Board of Directors embarked on this process by engaging the perspectives and ideas of our residents, families and staff to help shape our new strategic plan. We were also guided by the findings of our recent accreditation survey and an environmental scan of factors impacting our organization and the long-term care sector in general. Some common themes resounded.

First and foremost, as an organization, we are deeply passionate about quality of life and work life for the people who live and work here. At the core of everything we do is a shared commitment to quality care. Our staff genuinely care about the people who call Saint Vincent's home and want to do everything possible to ensure they are happy, safe and living their best life. We also enjoy a rich history with our affiliation with the Catholic Church and the distinctiveness of the wraparound Chapel and round shared spaces which is common among various religions. Finally, there is a unique feeling when you walk through our front doors; you are automatically struck by the high energy, activity and family vibe. These are among the many attributes that are very important to keep as we transition to a new facility.

As we envision the future we want most for our residents, families and staff, we will maintain our focus on enhancing quality care and resident experiences by moving to a resident-directed and family-centred care philosophy. A fundamental aspect of that journey is selecting a new resident-directed model of care. Additionally, we need to continue investing in our staff, building leadership capacity at all levels of the organization and supporting employees to be successful through ongoing professional development. Finally, placing a priority on building and maintaining impactful relationships is paramount to achieving our future goals.

Accordingly, the Board and Senior Leadership Team arrived at three strategic priorities which will provide clear direction for our roadmap to the future. These are: **Quality Care**, **Our Valuable Team**, and **Strategic Partnerships**. It is also through these pillars that we will seek to arrive at a future state where our caring community experiences moments of joy every day.

QUALITY CARE

We strive to cultivate a culture where every member of our caring community is united in our pursuit of service excellence through continuous quality improvement, a shared commitment to safety, and by embracing our resident-directed and family-centred philosophy of care.

Our Pathway Forward

A range of strategic objectives and key initiatives will be implemented over the next five years as we seek to advance this strategic priority. For example, we will:

- Select and implement a new resident-directed model of care.
- Leverage data (InterRAI-LTCF) and measures of quality outcomes to inform quality improvement initiatives, reflecting our commitment to the provision of safe, quality, and compassionate resident care.
- Enhance resident quality of life and well-being by fostering a safe, respectful environment that emphasizes empowerment, acceptance, and seeks to eliminate loneliness, helplessness and boredom.
- Identify and engage care partners to help guide our efforts to improve the care that we provide and to create an environment that feels like home.



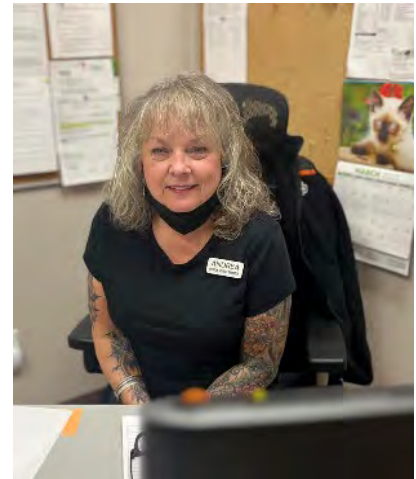
OUR VALUABLE TEAM

Ensuring the people who work here are healthy, safe, and engaged is paramount to everything we do today and aspire for the future. We are committed to fostering a safe, inclusive, and respectful work environment; to supporting employees to learn, grow and thrive; to building leadership capacity at all levels of the organization; and to ensuring that people participate in decisions that impact them.

Our Pathway Forward

A range of strategic objectives and key initiatives will be implemented over the next five years as we seek to advance this strategic priority. For example, we will:

- Identify and implement innovative recruitment and retention practices to attract employees with shared values and commitment to continuous quality improvement.
- Develop and implement a people development strategy to support employees at all levels of the organization to learn, grow, and thrive.
- Develop and implement a Workplace Wellness Strategy that takes a holistic approach to employee health, safety, and engagement.
- Foster a workplace culture that welcomes and values diversity, equity and inclusion.



STRATEGIC PARTNERSHIPS

The road to a new model of care is a journey that we cannot travel alone. Partnership engagement and building connections with our broader community is integral to providing resident-directed and family-centred care and moving closer to our vision for the future. Sharing knowledge, expertise and services will allow us to increase efficiency and direct our resources to where they will make the greatest impact. Forging impactful relationships and partnerships will also allow us to build greater connections with our local community and grow our partners in care as we seek to eliminate loneliness, helplessness, and boredom.

Our Pathway Forward

A range of strategic objectives and key initiatives will be implemented over the next five years as we seek to advance this strategic priority. For example, we will:

- Establish and/or participate in communities of practice focused on knowledge transfer, sharing best practices, participating in research, and collaborative address of issues.
- Pursue opportunities for shared service arrangements with other health sector providers to maximize our resources and expand access to required expertise and programming.
- Build relationships with community organizations who can support our residents to engage in activities of their choosing and which help to eliminate loneliness, helplessness and boredom.
- Continue to foster relationships with educational institutions.



HOW WE WILL MEASURE OUR SUCCESS

The Board and Senior Leadership Team are committed to monitoring and evaluating our progress in implementing our new strategic directions in pursuit of our vision, **Engaged residents. Meaningful relationships. Moments of joy.** The Senior Leadership Team have identified qualitative and quantitative performance measures to track the success of the strategic objectives and key initiatives comprising our new strategic plan and will be reporting annually on our results to residents, families, staff, partners and other key stakeholders.



2080 Windsor Street
Halifax, NS B3K 5B2

svnh.ca